

## NEEDED – A FEW GOOD OFFICERS

**We are looking for six U. S. Naval officers (Navy or Marine) for participation in the CNO Strategic Study Group from December 2003 through May 2004.**

Mr. Bill Glenney of the Naval War College will meet with interested NPS students on 13 May 2003 to present detailed information on the CNO Strategic Studies Group (SSG) Associate Fellows Program for NPS students. The meeting will be held at 1500 in Spanagel 221. Interested students should submit their names via the attached link. Additional information can be obtained from LtCol Barber at ext 2401.

**What is SSG?** The SSG works directly for and reports only to the CNO. Since 1995, the mission of the SSG has been the generation of revolutionary naval warfare concepts. Revolutionary innovation will be as important in maintaining U.S. naval supremacy in the 21<sup>st</sup> century as it was in achieving naval supremacy in the 20<sup>th</sup> century. Historically, successful innovations have resulted from operators, technologists and analysts interacting through an iterative process. Operators brought forth unarticulated requirements, technologists identified promising technologies, and analysts blended the two. Incorporating younger minds in the process facilitates the generation of novel concepts. In performing its mission, the SSG brings together: six Navy Captains selected personally by the CNO; one Coast Guard Captain and one Marine Colonel nominated by their service chiefs; **six Associate Fellows from NPS** and six from the Naval War College; and numerous SSG technologists and analysts to form Concept Generation Teams. The SSG provides Navy and Marine Corps officers with an opportunity to create the genesis for naval operations and forces in the 21<sup>st</sup> century.

NPS students volunteer to serve as SSG Associate Fellows for a period of six months. The fellowship for the next SSG cycle will begin in December 2003 and end in May 2004. Specific detachment times will accommodate individual needs. The SSG is located at the Naval War College in Newport, RI. The Associate Fellows receive temporary additional duty orders. The SSG covers the costs associated with temporary duty.

NPS screens applicants for the SSG Associate Fellows Program. The Superintendent, NPS and Director, SSG then interview nominees around the August timeframe. Strong operational backgrounds and technical competence demonstrated by academic performance are the principal criteria for selection. The Superintendent, NPS and Director, SSG will designate six primary and three alternate selectees.

BUPERS/HQMC (MMOA) will screen the selectees to prevent conflict with follow-on assignments (as PRDs will need to be adjusted). Selectees will be notified following this process. Associate Fellows will receive recommended readings and other material to prepare them for their assignment, on a not-to-interfere basis with NPS academic requirements. Participants require a Top Secret Security Clearance. Officers selected for participation who do not have a TS clearance will be required to submit for one after selection.

During December, all members of the SSG meet in plenary sessions. Associate Fellows will receive briefings on the SSG process and the broad areas for Concept Generations Teams (CGTs) selected by the CNO Fellows. Associate Fellows will then have an opportunity to state their preferences for assignment to a CGT. Broad research areas typically address such topics as knowledge, decisions, fires and sustainment. Beginning in January, the CGTs develop their own research agendas, meeting frequently with other CGTs to share plans and findings. The teams conduct in-depth research and analysis on their subject through the research phase that lasts for about four months. They have virtually unrestricted access to concepts and on-going research in government, industrial and academic laboratories. Several past NPS Associate Fellows have used their research to write their thesis while at the SSG. The SSG reports to the CNO in July. Associate Fellows essential to the briefing process will be invited back to brief the CNO and naval leadership.

Associate Fellows receive an observed, concurrent fitness report for service on the SSG and a letter documenting their performance for use by the NPS. Associate Fellows also receive an Additional Qualification Designator that identifies their association with the SSG and naval warfare innovation. This assists in keeping Associate Fellows involved in pursuing the concepts that they generate. Several Associate Fellows have continued to represent the SSG at conferences, years after completing their assignment.